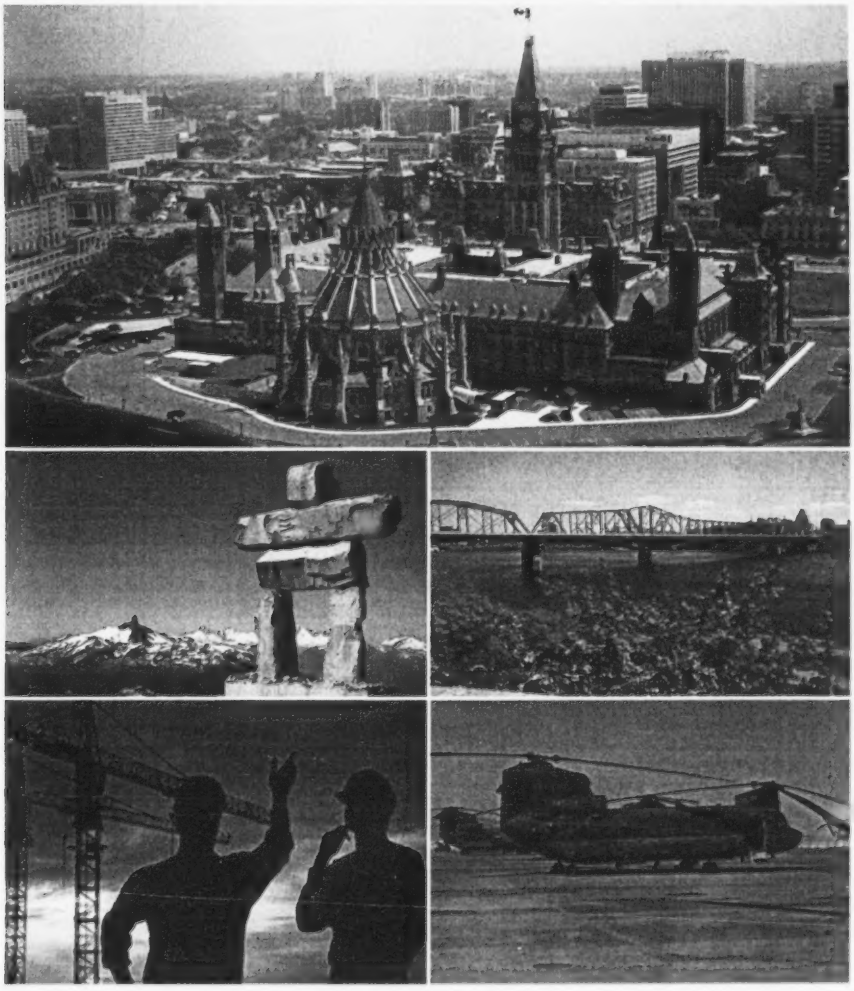
Respect Excellence
Integrity Leadership

2010-2011 ESTIMATES

REPORT ON PLANS AND PRIORITIES



The Honourable Rona Ambrose
Minister of Public Works and Government Services
Receiver General for Canada

Public Works and Government Services Canada
Travaux publics et Services gouvernementaux Canada

Canada

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Alexandra Bridge photo credit: Steve Slaby
Canadian Forces Chinook Helicopter Photo by Corporal James Nightingale

MINISTER'S MESSAGE

I am pleased to present Public Works and Government Services Canada's (PWGSC) *2010-2011 Report on Plans and Priorities*, which summarizes the Department's priorities to realize the Government of Canada's commitments.

PWGSC aims to excel in government operations by delivering high quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians.

Under *Canada's Economic Action Plan*, PWGSC is moving quickly on key infrastructure projects and making a positive contribution to the Canadian economy. We are accelerating our plans to repair and restore federal buildings, bridges and highways, as well to enhance the accessibility of buildings where federal services are provided. PWGSC is also providing critical support to other government departments who are delivering *Canada's Economic Action Plan* to Canadians.

In addition, we continue to improve our approaches to major procurements, including those in support of Canada's Armed Forces. To that end, we are working with the private sector to improve our procurement results for the Government of Canada and for Canadians.

Through the Office of Small and Medium Enterprises, PWGSC will continue to strengthen its relationships with suppliers by reducing procurement barriers, simplifying the contracting process, providing training and education to suppliers, and working with small and medium enterprises to ensure their concerns are addressed.

We are undertaking major projects to improve the way the government administers its pay and pension systems which will modernize service, introduce efficiencies, and improve our stewardship responsibilities in those areas. We are working to meet the growing demand for linguistic and interpretation services in both official languages, as well as Aboriginal and foreign languages.

As the custodian of the Parliamentary Precinct buildings, we will continue to renovate the core buildings to protect their architectural integrity and their heritage value.

To support the government's environmental agenda, we are working with other departments to establish priorities for the greening of government operations. Finally, we will continue to strengthen accountability and ensure transparency in our operations.

I am confident that the initiatives described in this report—supported by our dedicated employees—will make an important and lasting contribution to the sound management of the resources entrusted to us, and to the economic well-being of Canada and Canadians.

The Honourable Rona Ambrose
Minister of PWGSC

1.1 Summary Information

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada. We are its principal banker, accountant, central purchasing agent, linguistic authority, real property manager and enabler of access to government services online.

Our vision is to excel in government operations, and our mission is to deliver high-quality services and programs that meet the needs of federal organizations and ensure sound stewardship on behalf of Canadians.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs nearly 14,000 staff working in the National Capital Area and five regional offices in Halifax, Montreal, Toronto, Edmonton and Vancouver.

The *Department of Public Works and Government Services Act*, passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The Act established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs, including:

- procurement;
- office accommodation and facilities;
- architectural and engineering services;
- construction, maintenance and repair of public works and federal real property; and
- linguistic, information technology, telecommunications, industrial security, consulting and auditing services.

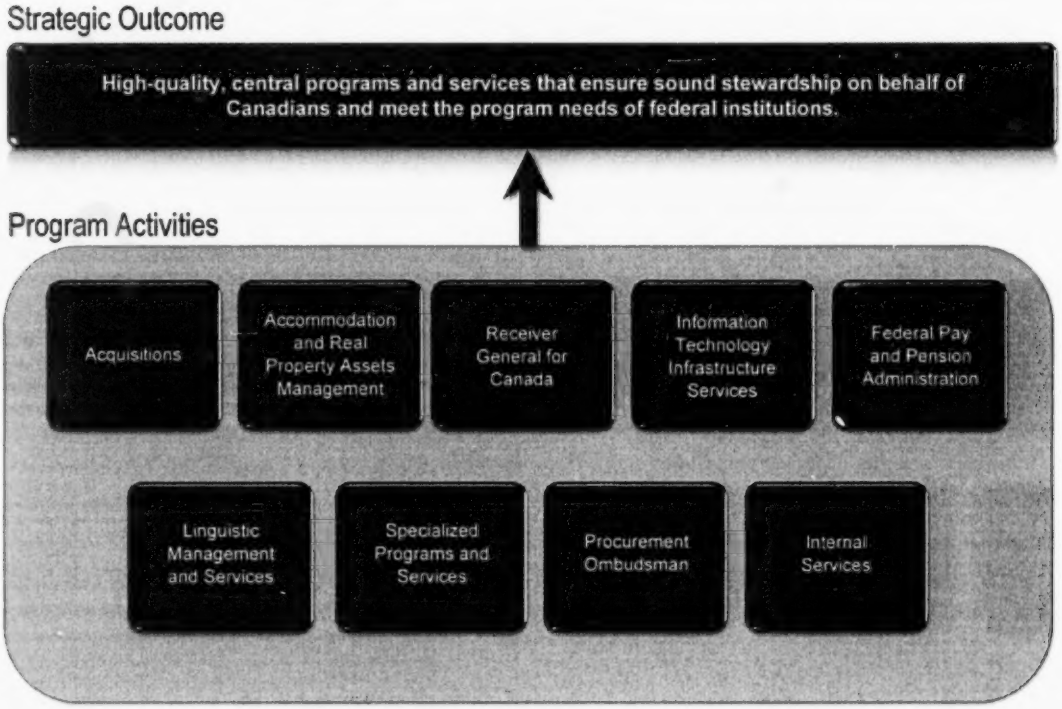
The Minister of PWGSC is also the Receiver General for Canada and has the authority for the administration of services related to benefits, superannuation, pension plans, and the disbursement of pay to federal employees. The Minister is also responsible for maintaining the Public Accounts of Canada.

Our goal is to manage our business in a way that strengthens accountability and adds value for our clients. In doing so, PWGSC:

- injects more than $14 billion annually into the Canadian economy through government procurement;
- issues more than 13 million federal pay and pension payments to Canadians;
- provides accommodation to parliamentarians and more than 255,000 public servants in 1,800 locations across Canada;
- provides translation and interpretation services for more than 1,800 sessions of Parliament annually, and translates 1.7 million pages of text on behalf of other federal organizations; and
- handles more than $1.7 trillion in cash flow transactions as the Receiver General for Canada.

Program Activity Architecture

PWGSC's Program Activity Architecture (PAA), as approved by Treasury Board, contributes to our strategic outcome of seeking high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions. The following table lists the nine program activities that comprise PWGSC's PAA.


Strategic Outcome
High-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.
Program Activities
Acquisitions
Accommodation and Real Property Assets Management
Receiver General for Canada
Information Technology Infrastructure Services
Federal Pay and Pension Administration
Linguistic Management and Services
Specialized Programs and Services
Procurement Ombudsman
Internal Services

1.2 Planning Summary

Financial and Human Resources

The following table summarizes PWGSC's total planned spending and human resources Full-Time Equivalents (FTEs) for the next three fiscal years (2010-2011 to 2012-2013).

Financial and Human Resources Summary

	Planned Spending		
Financial Resources (in millions of dollars)	**2010-2011**	**2011-2012**	**2012-2013**
Gross Expenditures	6,423.8	5,527.1	5,342.3
Less Respendable Revenue	3,545.6	3,107.4	3,077.9
Net Expenditures	2,878.2	2,419.7	2,264.4
Human Resources			
Full-Time Equivalents (FTEs)	14,539	14,641	14,306

Planned Spending by Program Activity

Federal departments and agencies are supported by PWGSC's strategic outcome and program activities. PWGSC's strategic outcome is aligned with the Government Affairs spending area of the Government of Canada's whole-of-government reporting framework and thus, it supports all of the government's outcome areas by helping departments and agencies meet their responsibilities to deliver their mandates and serve Canadians.

The table below outlines PWGSC's net Forecast Spending for 2009-2010 and the net Planned Spending, by program activity, from 2010-2011 to 2012-2013.

Forecast and Planned Spending

Program Activity (in millions of dollars)	Forecast Spending 2009-2010	Planned Spending 2010-2011	2011-2012	2012-2013
Acquisitions	133.7	119.2	119.2	118.4
Accommodation and Real Property Assets Management	2,076.7	2,063.5	1,635.7	1,498.3
Receiver General for Canada	128.2	129.2	128.9	128.9
Information Technology Infrastructure Services	31.2	10.1	6.6	8.3
Federal Pay and Pension Administration	38.9	44.4	51.0	30.9
Linguistic Management and Services	77.3	72.4	68.5	68.1
Specialized Programs and Services	111.5	94.8	94.1	100.3
Procurement Ombudsman*	4.7	4.3	4.3	4.3
Internal Services	336.4	340.3	311.3	306.9
Total for strategic outcome	**2,938.6**	**2,878.2**	**2,419.7**	**2,264.4**

Note: Includes intradepartmental revenues and expenditures of $283.1 million for 2009-2010, $253.6 million for 2010-2011, $256.5 million for 2011-2012, and $261.7 million for 2012-2013 for a nil bottom line impact.
The Forecast Spending for 2009-2010 includes Main Estimates and additional funding approved since Main Estimates, primarily related to Real Property activities (e.g. Accelerated Infrastructure Program plus price and volume increases).
* The Procurement Ombudsman operates at arm's length from the Department but forms part of the Minister of PWGSC's portfolio.

Contribution of Priorities to Strategic Outcome

PWGSC's strategic outcome is to deliver "high quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions." In support of this goal, our efforts include the 15 key operational and management priorities described in the following table. These priorities have influenced many of the program activity planning highlights in Section 2 of this report.

In 2010-2011, in support of *Canada's Economic Action Plan*, PWGSC will focus heavily on delivering the second year of its Accelerated Infrastructure Program (AIP). The Department is investing more than $400 million over two years (2009-2011) to repair and renovate PWGSC's federally owned infrastructure under *Canada's Economic Action Plan* and Budget 2009. Program activities involved in the delivery of the AIP include Accommodation and Real Property Assets Management, Acquisitions, and Linguistic Management and Services. AIP planning highlights can be found in Section 2 of this report. Detailed information on the AIP can be found at http://www.actionplan.gc.ca/eng/index.asp.

OPERATIONAL PRIORITIES	Type	Program Activity	Description
Accelerated Infrastructure Program (AIP)	New	Accommodation and Real Property Assets Management Acquisitions Linguistic Management Services	In Budget 2009, PWGSC received over $400 million in additional funding over two years to implement the Accelerated Infrastructure Program (AIP) in support of *Canada's Economic Action Plan*. In 2010-2011, the second year of this program, we will further invest in our assets to achieve a more modern and greener infrastructure. AIP investments are grouped as follows: building repairs and renovations; enhanced accessibility; bridges and the Alaska Highway; Le Manège militaire; and federal contaminated sites. These investments across Canada are stimulating the economy and creating jobs for Canadians. PWGSC is supporting other government departments' Economic Action Plans by providing common services, particularly in the areas of procurement, real property and translation.
Military and Major Procurement	Ongoing	Acquisitions	In collaboration with National Defence, Fisheries and Oceans, Industry Canada and the Treasury Board Secretariat, PWGSC will work to further streamline acquisition processes and improve the efficiency of military and major procurements. This continues to be a significant priority. By engaging and working with industry, we will strive to maximize benefits for Canada through planned large investments in the Canadian Forces and the Coast Guard.
Procurement Renewal	Ongoing	Acquisitions	In consultation with key stakeholders, including small and medium enterprises, PWGSC is using best practices to modernize and streamline our procurement processes. It is supported by improved self-serve opportunities available through supplier and client e-portals, sophisticated delegation mechanisms and robust benchmarks, service standards and measures. We intend to move up the value-chain, to optimize existing cadres of expertise for more complex procurements, while revitalizing the acquisitions business model to support procurement processes that are efficient, effective and as responsive as possible to our stakeholders while providing best value for the Canadian taxpayer.
Real Property Modernization	Ongoing	Accommodation and Real Property Assets Management	PWGSC is modernizing its real property business by employing a systematic approach to transforming the following key business elements: portfolio management and asset integrity; delivery performance and client relationship management; business processes, systems and service delivery mechanisms; and, people and stakeholder partnerships. The objective is to increase efficiencies, improve the services we provide to clients, and provide better value for money for taxpayers.
Greening of Government	Ongoing	Specialized Programs and Services	PWGSC is committed to working closely with other government departments to improve the environmental performance of the federal government's operations in the areas of land, buildings, business and movement. We will work, in collaboration with partner departments, to establish government-wide operational priorities, accountabilities, targets, timelines and reporting requirements to support the government's environmental agenda.
Parliamentary Precinct Project (Long-Term Vision and Plan)	Ongoing	Accommodation and Real Property Assets Management	As the custodian of the buildings in the Parliamentary Precinct, PWGSC is investing to protect their architectural integrity through the Long-Term Vision and Plan (LTVP): a blueprint for renovations and new construction to meet accommodation requirements identified by the parliamentary partners. The LTVP establishes renovating the core buildings (the West, Centre and East Blocks) as the first priority.
Information Technology Shared Services	Ongoing	Information Technology Infrastructure Services	PWGSC is committed to delivering a consistent set of government-wide information technology infrastructure products and services to enable government departments to deliver on their priorities. In partnership with other departments, PWGSC is leading a government-wide information technology (IT) transformation as part of the IT Shared Services Initiative, including: shared enterprise network, data centre consolidation, IT security, and managed desktop services.
Pension Administration Transformation	Ongoing	Federal Pay and Pension Administration	In June 2007, PWGSC received approval to proceed with the Pension Administration Transformation. Our aim is to replace outdated systems infrastructure, conform to industry standards, and centralize the delivery of pension services within PWGSC's Public Service Pension Centre, in Shediac, New Brunswick. Over the next two and a half years, we will continue to implement the new pension solution, integrated with an imaging component, and complete the centralization of the remaining six pension services.

OPERATIONAL PRIORITIES	Type	Program Activity	Description
Pay Administration Transformation	Ongoing	Federal Pay and Pension Administration	PWGSC received approval in July 2009 to begin the preliminary phase of transforming pay administration, including a new service delivery model across government. Our goal is to transform the systems and processes by increasing flexibility and web self-service for managers and employees. We will improve efficiency in service delivery—generating significant government-wide operational savings.
Translation Renewal	Ongoing	Linguistic Management and Services	PWGSC is developing capacity to meet growing demand for translation and interpretation services in both official languages, Aboriginal languages and those foreign languages that are needed in military, diplomatic and intelligence areas. We will help ensure the security of supply of qualified professionals to meet the needs of Parliament and federal institutions.
Industrial Security Program	Ongoing	Specialized Programs and Services	PWGSC's Industrial Security Program contributes to the government's national security agenda and safeguards Canadian and foreign governments' sensitive information and assets entrusted to the private sector, companies or individuals when under government contract. We ensure that controlled goods are protected against unauthorized possession, examination or transfer when in custody of the private sector. By working with our partners, we will continue to identify solutions for a more efficient and effective process for government and the private sector.

MANAGEMENT PRIORITIES	Type	Program Activity	Description
Workforce for the Future	Ongoing	Internal Services	PWGSC continues to advance its human resources (HR) agenda to support effective people management and good HR practices through a back-to-fundamentals approach and by aligning efforts with Public Service Renewal. We recognize the importance of a productive and sustainable workforce and, as such, continue to support employee recruitment, retention and development. Our efforts include striking the right balance between post-secondary recruits, mid-career hires and inter-departmental mobility.
Getting the Fundamentals Right	Ongoing	Internal Services	To strengthen PWGSC's management fundamentals and enhance the integrity and transparency of our decision-making, we are introducing improvements to the management of our HR, internal controls, financial information reporting and other support processes. Quality improvements and enhanced management practices will improve the delivery of our operational priorities and reinforce an organizational culture that supports excellence in business decisions.
Risk Management	Ongoing	Internal Services	PWGSC has developed management tools and mechanisms to support departmental programs and priorities—including the AIP—to identify, monitor, report and manage risks. A proactive approach will place quality management at the front end of risk management and use a control risk assessment methodology. The Corporate Risk Profile is regularly updated to identify and assess key corporate-level internal risks and aid in developing departmental risk response strategies.
Client Service Improvement Initiative	New	Internal Services	PWGSC is introducing a new Client Service Improvement Initiative to implement sound service management practices. As part of this initiative, common/consistent instruments targeted at other government departments and responsive to their needs are being developed, based on government-wide best practices. In the first phase, we will develop a service implementation strategy.

PWGSC's nine program activities contribute to our strategic outcome. The table below describes the performance indicator and target for the Department's strategic outcome. This is a composite of the performance indicators and targets of program activities described in Section 2 of this report.

Strategic Outcome	Performance Indicator	Target	Achievement Date
High-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.	Percentage of programs and services that meet their expected results, including service levels and published standards.	95%	March 31, 2011.

Risk Analysis

PWGSC integrates risk management principles and practices in its strategic and operational decision-making. This assists the Department in minimizing the negative impacts of events resulting from uncertainty, while maximizing opportunities to improve our service delivery and add value to the operations of government. Our aim is to reinforce a risk-based, informed and ethical decision-making culture.

PWGSC will face a number of external and internal risks in 2010-2011. The dominant external risks focus on the growing operational demands associated with major project initiatives such as the Accelerated Infrastructure Program (AIP), military procurement and information technology.

While external risks will dominate PWGSC's operational requirements, internal risks are equally important for our Department's long-term viability. PWGSC will refresh its Corporate Risk Profile based on a departmental Operational Risk Profile. PWGSC's current internal risks include:

- human resources capacity and skills shortages;
- ability of legacy information management and information technology infrastructure to meet the modern needs of PWGSC and our key stakeholders;
- the sustainability of our business model for providing services to our client departments;
- risk averse public sector culture and its effect on departmental processes and practices; and
- demands related to organizational change required by major tranformational initiatives such as procurement renewal, changes to the real property business model, and pension/pay modernization.

In 2008, PWGSC created the Departmental Oversight Branch (DOB) to coordinate and manage oversight functions, including the development of risk mitigation strategies to manage risk across the Department. In the coming fiscal year, PWGSC's DOB will:

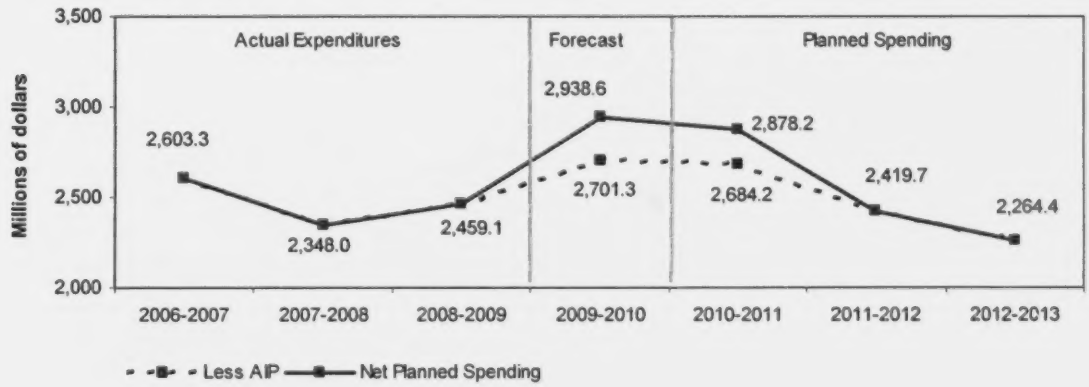
- work with an interdepartmental team of risk management professionals to assist in the development of the newest iteration of the Treasury Board Secretariat's Integrated Risk Management Framework;
- update PWGSC's *Integrated Risk Management Policy* and handbook to reflect the new Treasury Board Secretariat Framework and best practices developed by the International Organization for Standardization and the Canadian Standards Association;
- implement a Treasury Board (TB) submission risk assessment tool to improve risk management and risk communication to TB ministers for the Department's largest and most sensitive contract award transactions; and,
- leverage the new Contract Monitoring Program and specific new policies to identify and assess risk related to acquisitions and national real property projects.

Expenditure Profile

The following graph represents the spending trend for PWGSC in millions of dollars. The first three amounts of $2,603.3 for 2006-2007, $2,348.0 for 2007-2008 and $2,459.1 for 2008-2009 are actual final expenditures reported and explained in the Departmental Performance Reports for those fiscal years. The next figure of $2,938.6 for 2009-2010 represents Forecast Spending for the current year and is the most precise calculation since projects are operational and Treasury Board submissions have been approved. The last three figures reflect Planned Spending of $2,878.2 for 2010-2011, $2,419.7 for 2011-2012 and $2,264.4 for 2012-2013 and include known funding approved to date via the Expenditure Management System, such as Treasury Board submissions, transfers with other government departments, and reprofilings.

Under Budget 2009, and in support of *Canada's Economic Action Plan*, PWGSC's Accelerated Infrastructure Program (AIP) received investment funding of $431.4 million over two years, which excludes related administrative funding. This amount is split into $237.3 million for 2009-2010 and $194.0 million for 2010-2011 and accounts for 8.1 percent in 2009-2010 and 6.7 percent in 2010-2011 of the Department's total Planned Spending.

PWGSC Spending Trend



Voted and Statutory Items

For the 2010-2011 fiscal year, PWGSC plans to spend $2,878.2 million to meet the expected results of our program activities and contribute to our strategic outcome. The table below shows how Parliament approved PWGSC's resources. The variance of $34.9 million, between 2010-2011 Planned Spending and the Main Estimates, relates to earmarked items for which funds will be spent on specific expenditures.

Vote or Statutory Item	Vote or Statutory Wording (in millions of dollars)	Main Estimates 2009-2010	Main Estimates 2010-2011
1	Operating expenditures	1,947.5	2,300.6
5	Capital expenditures	349.1	451.4
10	Grants and contributions		
(S)	Minister of Public Works and Government Services - Salary and motor car allowance	0.1	0.1
(S)	Contributions to employee benefit plans	78.4	87.2
(S)	Real Property Disposition Revolving Fund	(5.2)	(9.0)
(S)	Optional Services Revolving Fund	0.0	0.0
(S)	Consulting and Audit Canada Revolving Fund	(3.6)	(0.2)
(S)	Translation Bureau Revolving Fund	5.1	3.9
(S)	Payment in lieu of taxes to municipalities and other taxing authorities	0.0	0.0
(S)	Real Property Services Revolving Fund	10.0	10.0
(S)	Telecommunications and Informatics Common Services Revolving Fund	6.1	(0.7)
(S)	Defence Production Revolving Fund	0.0	0.0
DEPARTMENT TOTAL		**2,387.5**	**2,843.3**

2.1 Strategic Outcome

PWGSC's strategic outcome is to achieve high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

2.2 Program Activities

The following section describes PWGSC's nine program activities and the expected results, performance indicators and targets for each program activity. It also includes an overview of the financial and human resources, planning highlights, and benefits to Canadians of each program activity. Additional information is available on our departmental website at www.pwgsc-tpsgc.gc.ca.

2.2.1 Acquisitions

This program activity shows PWGSC as the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements. The role of PWGSC in this area is to provide timely, value-added acquisitions and related common services to Canadians and the federal government.

Benefits for Canadians

On average, PWGSC facilitates the procurement of goods and services, at best value, worth approximately $14 billion annually through some 60,000 procurement-related transactions. In 2008-2009, this activity reached a peak at $18 billion annually due in part to large-scale military procurements. This program activity provides economic stimulus by identifying and removing barriers to the participation of Canadian Small and Medium Enterprises (SMEs) in federal procurement opportunities, facilitating the participation of Aboriginal-owned businesses, and by collaborating with Industry Canada for the implementation of the Industrial and Regional Benefits program. Also, environmental performance considerations throughout the procurement process contribute to the reduction of environmental impacts of government operations.

PWGSC plays a key role in supporting the men and women of Canada's Armed Forces, in partnership with the Department of National Defence, by ensuring they have the equipment they need to fulfill their duties, particularly, for our mission in Afghanistan.

Planning Highlights

- This Program Activity will continue to offer critical contracting support to PWGSC's Accelerated Infrastructure Program (AIP), an important component of *Canada's Economic Action Plan*. In addition, we will provide the procurement expertise and services to support the activities of departments that receive infrastructure funding.
- PWGSC will build upon our industry consultations and collaborate with key stakeholders—such as the Department of National Defence, Industry Canada, and the Treasury Board Secretariat—to continue to improve the efficiency of military and other major federal procurements. PWGSC has developed a modernization strategy to make procurement simpler, more efficient and cost-effective. We are taking steps to reduce barriers to doing business with the government; improve e-access; increase outreach to suppliers; and provide enhanced support tools for departments, while ensuring fairness, openness and value for taxpayers in government contracting.

- The Government's Response in October 2009 to the Standing Committee on Government Operations and Estimates Report: In Pursuit of Balance: Assisting Small and Medium Enterprises in Accessing Federal Procurement http://www2.parl.gc.ca/HousePublications/Publication.aspx?DocId=4144312&Language=E&Mode=1&Parl=40&Ses=2 contained a number of actions to ensure that Small and Medium Enterprises have fair access to federal procurement opportunities. Through the Office of Small and Medium Enterprises, PWGSC will strengthen the management of relationships with suppliers by reducing procurement barriers; simplifying the contracting process; providing training and education to suppliers; collaborating to improve procurement policies and best practices; and working with SMEs to ensure their concerns are addressed.
- Through our enhanced Commodity Management process, we will provide more consistent methods of supply by implementing similar procurement processes coast-to-coast, on a commodity basis. The consistency built into these national approaches will reduce barriers for suppliers and create easier to use procurement tools for federal departments. Finally, we will concentrate on better defining our program expected results and associated performance indicators.

Acquisitions: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	269.7	270.4	270.0
Less Respendable Revenue	150.5	151.2	151.6
Net Expenditures	119.2	119.2	118.4
Human Resources			
Full-Time Equivalents (FTEs)*	2,116	2,115	1,803

Expected Results	Performance Indicators	Targets	Achievement Date
Federal organizations receive responsive and cost effective access to goods and services that meet specifications, are timely, and provide value for money to support the delivery of their programs.	**Percentage increase in the level of satisfaction of federal organizations satisfied with timeliness, quality and value of acquisition services provided.	10% above baseline	March 31, 2011
Prudent use of federal resources, effective and efficient acquisition practices, and fair access to government business.	***Number of individuals and small and medium enterprise representatives directly assisted by Office of Small and Medium Enterprises (OSME).	16,000	March 31, 2011
Federal organizations are provided with a broad base of procurement solutions including contracts, standing offers, supply arrangements and procurement tools that are timely and provide value for money to support the delivery of their programs.	Percentage increase in standing offer and supply arrangement usage by federal organizations.	5%	March 31, 2011

* Note: 210 FTEs previously reported under the Acquisitions program activity are now reported under the Specialized Programs and Services program activity.

** Note: A baseline client survey was completed in the Fall of 2009.

*** Note: Direct assistance is delivered through seminars, trade shows, face-to-face meetings, supplier consultations, conference workshops and calls on OSME's 1-800-lines.

2.2.2 Accommodation and Real Property Assets Management

This program activity is about how PWGSC provides departments and agencies with office and common use accommodation and acts as stewards for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments and agencies with expert professional and technical real property services.

Benefits for Canadians

PWGSC manages a diverse portfolio of real estate that accommodates some 255,000 federal public servants in more than 1,800 locations, directly supporting the programs and services delivered by the Government of Canada to Canadians across the country. Our strategic management of our real estate portfolio reflects our commitment to introduce sustainable development practices into all new federal building projects and to support government priorities in the areas of accessibility, official languages and federal presence.

Over the next fiscal year a key benefit for Canadians from this program activity will be the continued delivery of PWGSC's Accelerated Infrastructure Program (AIP), part of *Canada's Economic Action Plan*. As announced in Budget 2009, we will improve the asset integrity of our real estate portfolio by rehabilitating federally owned infrastructure in such a manner that taxpayers receive the expected value for money for these investments.

Also, PWGSC contributes to local communities across Canada through our Payments in Lieu of Taxes (PILT) Program. In 2010-2011, we expect to distribute $509.1 million to 1,300 taxing authorities, where federal property is located. This includes municipalities, provinces, school boards, local services boards and First Nations. PWGSC also enables Parliamentarians and their staff to carry out the democratic responsibilities of Parliament by preserving the Parliamentary Precinct's architectural integrity and heritage, providing functional accommodations, and exercising due diligence in regards to the health and safety of all those who work in these heritage buildings.

Planning Highlights

- As part of its support for *Canada's Economic Action Plan*, PWGSC will continue to make prudent investments to extend the useful life of our infrastructure and provide real property management services that support the Economic Action Plan commitments of other government departments. More specifically, PWGSC's Accelerated Infrastructure Program (AIP) will accelerate repair and renovation projects in our buildings and bridges as well as advance work on the restoration of the Manège militaire and federal contaminated sites. PWGSC received $238.3 million in year one of the AIP (2009-2010) and another $193 million in year two (2010-2011). The total planned investment is $431.3 million, of which $332.4 million is for building repairs and renovations. The AIP is being managed within a risk management framework that embeds the principles, methodologies, mitigation and governance of risk in order to support informed decision-making.
- PWGSC will continue to implement a modern corporate real estate organization by developing tools and business processes to enhance our business performance and we will continue to develop investment tools and processes to improve portfolio management and asset integrity.

- Our ability to deliver responsive and cost-effective real property services will be improved through increased internal and external capacity, long-term planning and client relationship management.
- Through its Parliamentary Precinct Branch, PWGSC will continue to stabilize and rehabilitate the West Block; renovate key Crown assets, such as the Bank of Montreal Building and Wellington Building; and stabilize the East Block, Centre Block and the Confederation Building through the Recapitalization Program of its Long-Term Vision and Plan.

Accommodation and Real Property Assets Management: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	4,522.5	3,667.0	3,525.3
Less Respendable Revenue	2,459.0	2,031.3	2,027.0
Net Expenditures	2,063.5	1,635.7	1,498.3
Human Resources			
Full-Time Equivalents (FTEs)	3,672	3,671	3,671

Note: The decrease in expenditures in 2011-2012 is mainly related to sunsetting of funding to specific activities, such as the Accelerated Infrastructure Program (AIP) as well as other large projects. New project approvals would typically lead to an upward revision to the planned spending for 2011-2012 and 2012-2013.

Expected Results	Performance Indicators	Targets	Achievement Date
Accommodation and Real Property Assets Management			
Federal organizations have safe, healthy and affordable facilities that support the effective delivery of their programs and services, through prudent investment and management of federal real property assets in the custody of PWGSC.	Number of critical accommodation-related health and safety incidents per year	< 5	March 31, 2011
	Percentage of vacant marketable crown-owned office inventory (Marketable vacancy rate)	< = 3.5%	March 31, 2011
	Percentage of actual recapitalization relative to funded recapitalization	90%	March 31, 2011
Federal organizations receive responsive and cost-effective real property services in support of the effective delivery of their programs and services.	Percentage of Real Property projects > $1 million that are on-time, on-scope, on-budget	90%	March 31, 2011
	Percentage of Long Term Vision and Plan projects that are on-time, on-scope, on-budget	100%	March 31, 2011
Accelerated Infrastructure Program			
PWGSC makes prudent investments to extend the useful life of our infrastructure by accelerating repair and renovation projects in PWGSC buildings and bridges.	Percentage of Accelerated Infrastructure Program projects completed, based on priority ranking as of September 30th, 2010.	> 95%	March 31, 2011
Federal organizations receive real property management services that support Economic Action Plan commitments.	Percentage of Economic Action Plan funds spent to deliver real property services	> 95%	March 31, 2011

2.2.3 Receiver General for Canada

This program activity manages the operations of the federal treasury and the preparation of the Accounts of Canada. It provides optional financial management system, document imaging and bill payment services.

Benefits for Canadians

Through sound management of the Consolidated Revenue Fund and the Public Accounts of Canada, PWGSC ensures accuracy and timeliness, without exception, to maintain their integrity and provide sound financial management and transparent financial reporting to Canadian taxpayers. Canadians may now receive foreign payments in more than 170 countries worldwide and, in the future, direct deposit may become available in up to 22 countries, up from the current 15. In addition, PWGSC is continuing to promote direct deposit and electronic transfers of monies to contribute to the efficiency of our services and further limit our environmental impact by reducing paper-based transactions. Finally, by maintaining a disaster recovery program, PWGSC is enhancing the financial security and protecting the incomes of Canadians by being ready to deliver payments and collect revenues on an ongoing basis in the event of an emergency.

Planning Highlights

- PWGSC will carry out mission critical functions by: managing the operations of the federal treasury through the issuance and settlement of more than 265 million annual payments and the collection of revenue for all government departments, amounting to over $1.7 trillion in cash flow; maintaining the Accounts of Canada; and producing the government's Monthly Statements of Financial Operations and the annual Public Accounts of Canada. In addition, we will continue to provide departments with an optional financial management system offering, and an image-based bill-payment service.
- We will continue to assess and enhance the banking arrangements that the Receiver General establishes on behalf of program departments and agencies.
- We will continue to pursue changes through automation to streamline the banking and payment processes.
- We will continue to review and enhance the security architecture supporting the Receiver General systems.
- Based on the results of the assessment of internal controls for Receiver General systems initiated in 2009-2010, PWGSC will begin to implement an action plan to address system and process improvements, and documentation shortfalls.

Receiver General for Canada: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	142.3	141.8	141.9
Less Respendable Revenue	13.1	12.9	13.0
Net Expenditures	129.2	128.9	128.9
Human Resources			
Full-Time Equivalents (FTEs)	552	550	521

Expected Results	Performance Indicators	Targets	Achievement Date
Timely issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Percentage of reconciliation of deposits to the credit of the Receiver General within two business days.	95%	March 31, 2011
	Percentage of Receiver General payments issued within established timeframes.	99.99%	March 31, 2011
The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	Number of Public Accounts audit issues raised by the Office of the Auditor General relating to the Receiver General's Consolidated Revenue Fund and the Accounts of Canada functions.	0	March 31, 2011

2.2.4 Information Technology Infrastructure Services

This program activity provides leadership in supporting government-wide IT transformation initiatives. It works closely with client federal organizations to understand and respond to their IT requirements, while delivering secure IT services and solutions. It includes the brokering, developing and/or managing of products and services for distributed computing services, data centre services, telecommunications services and Information Technology Security Services.

Benefits for Canadians

PWGSC provides optional Information Technology (IT) infrastructure services to 130 federal departments and agencies helping them deliver their essential programs and services across the country. These include Telecommunications Networks, Data Centres, Computing and Desktops, and IT Security. So far, Canadians and Canadian businesses have benefited from more than seven million online secure user accounts to access government services through the Secure Channel. Moreover, based on recent departmental forecasts, the Secure Channel authentication service will provide secure access controls for over 25 million transactions in 2010-2011 for some 25 departments and 84 Government of Canada programs.

PWGSC is continuously improving the IT infrastructure throughout the federal government in order to deliver increased cost savings, as well as more secure and enhanced services to Canadians. Through our efforts, Canada has become a recognized leader for its government centres of expertise and best practices for IT infrastructure management.

Planning Highlights

- PWGSC will manage the evolution of our portfolio of voice and data network services to improve connectivity between departments and agencies.
- We will complete the Data Centre Feasibility Study centered on the identification of the best strategies for the Department's delivery of data centre services. By consolidating data centres to eliminate duplication of products, services and facilities, we will save energy and promote efficiency.
- The Data Centre Co-location Services Initiative will address the Department's data centre capacity risks by establishing a partnership with the Bank of Canada and the Canada Revenue Agency to provide secure, highly-available data centre co-location services by 2012-2013.
- We will continue to evolve the epass service towards a more cost effective solution while pursuing a procurement strategy to implement a replacement service.
- We will continue to evolve the internal credential management services toward a common service for verifying identity and issuing credentials. In collaboration with Treasury Board Secretariat's Chief Information Officer Branch and various communities of interest, we will also develop an enterprise strategy to enable a government-wide adoption of a secure infrastructure framework that supports information exchange.
- We will execute pilot projects and build strategic partnerships to demonstrate and test innovative approaches to develop and deliver a standardized desktop environment for the future. The implementation of a new approach to desktop services will enable us to offer government users "anywhere, anytime" access with increased cost savings and productivity.

Information Technology Infrastructure Services: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	410.5	418.4	421.0
Less Respendable Revenue	400.4	411.8	412.7
Net Expenditures	10.1	6.6	8.3
Human Resources			
Full-Time Equivalents (FTEs)	1,104	1,103	1,192

Note: The decrease in Net Expenditures in 2011-2012 is related mainly to the sunsetting of funding for the Data Center Feasibility Study, as well as the decrease of $3 million in the Business Volume of the Telecommunications and Informatics Common Services (TICS) Revolving Fund, which is included in the program activity. The increase in 2012-2013 is related to the increase of $2 million in the Business Volume of the TICS Revolving Fund.

Expected Results	Performance Indicators	Targets	Achievement Date
Federal organizations have access to reliable and innovative services for: • managing desktop and help desks; • hosting applications, managing storage and providing Web services; • enterprise-wide telecommunications solutions. Federal organizations, Canadians, and businesses, through secure and reliable high-speed on-line services, can also efficiently access government programs, services and information.	Average percentage of service levels met in terms of operational availability for four lines of business (distributed computing services, data centre services, IT security and telecommunications).	95%	March 31, 2011

2.2.5 Federal Pay and Pension Administration

This program activity administers the government's pay and pension processes.

Benefits for Canadians

Through our Pay and Pension Services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

We administer payroll services for 110 departments, separate employers and other federal organizations, as well as the pension accounts for about 229,000 former public servants, 110,500 former members of the Canadian Forces and 1,350 former Members of Parliament and judges. This involves payments of about $27 billion annually.

By streamlining the operations through the Pension Transformation Initiative, we expect to generate approximately $29 million annually in government-wide savings. In addition, the Compensation Web Applications, a suite of pay and pension tools provided to government employees through their departmental Web infrastructure, will reduce the use of paper by approximately 155 metric tonnes during 2010-2011.

Planning Highlights

- New legislation, policies and collective bargaining agreements on behalf of employees and/or pensioners will be implemented within legislated timeframes. In addition, we will ensure reliable and stable operations.
- PWGSC will implement a modernized pay administration system and associated business processes and will also consolidate its pay services. The definition phase for the consolidation of pay services is expected to be completed by July 2010. The definition phase for a modernized pay system and processes is expected to be completed by April 2012. Both were initiated in October 2009.

- While ensuring that the Pension Modernization Project remains on target and within budget, PWGSC will implement the largest new system component—the contributor system—in 2010-2011.
- We will continue with the Centralization of Pension Services designed to improve and standardize service levels to pension plan members and decrease workloads of compensation advisors in government departments.
- Our Data Quality Improvement Initiative will ensure the accuracy of pension contributions credited to the Public Service Pension Funds.
- Throughout our planning efforts, human resources implications of managing change will be the focus of our transformation activities.

Federal Pay and Pension Administration: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	148.2	127.2	62.8
Less Respendable Revenue	103.8	76.2	31.9
Net Expenditures	44.4	51.0	30.9
Human Resources			
Full-Time Equivalents (FTEs)	1,009	1,015	998

Note: The Gross Expenditure variances between 2010-2011 and 2011-2012 and between 2011-2012 and 2012-2013 are mainly due to the future completion of two major projects: The Pension Modernization Project and the Centralization of Pension Services Delivery Project.

Expected Results	Performance Indicators	Targets	Achievement Date
Reliable central systems and processes for pay and pension administration and expert support through compensation training and advice.	Percentage of pay transactions processed within established timeframes.	95%	March 31, 2011
	Unit cost per pay account.	$101.59	March 31, 2011
	Percentage of PSSA and CFSA pension transactions processed within established timeframes.	95.5%	March 31, 2011
	Unit cost per pension account.	$140.51	March 31, 2011
Pay system reliability.	Number of system operational incidents that affect pay payments.	0	March 31, 2011
Public Service Superannuation Act (PSSA) and Canadian Forces Superannuation Account (CFSA) annuitants systems reliability.	Number of system operational incidents that affect pension payments.	0	March 31, 2011

2.2.6 Linguistic Management and Services

This program activity shows the Translation Bureau as the manager of the government's terminology and linguistic authority mandated with the development, standardization and distribution of Terminology. It also ensures that there is a sustainable, qualified and secure supply of linguistic resources available to support any linguistic requirements of the government and to support Canada's economic and social agenda. The Translation Bureau is the sole internal linguistic services provider offering federal organizations a broad base of linguistic solutions such as translation, interpretation and terminology. This program is mandated under the *Translation Bureau Act*.

Benefits for Canadians

PWGSC helps the government communicate high-quality and timely information to Canadians in the two official languages and in over 100 Aboriginal and foreign languages so that all citizens, regardless of their cultural background or language, may access programs and services provided by the federal government.

In addition to translating more than 1.7 million pages for federal departments and agencies at some 60 points of service across the country, we also provide translation and interpretation services annually for more than 1,800 sessions of the House of Commons, the Senate and many parliamentary committees.

Our participation in the initiatives of the *Roadmap for Canada's Linguistic Duality* will help emphasize the value of linguistic duality among all Canadians; assist Canadian translation and language-technology companies to become increasingly recognized in Canadian and international markets; and provide better opportunities to train the next generation of translators and interpreters.

Planning Highlights

- PWGSC will act as the government's strategic partner in language solutions. We will increase the number of on-site translators; increase capacity in official, aboriginal and foreign languages to meet increasing demand; deploy automated tools; enhance our quality assurance program; share information on best practices; and develop a promotion and diversification strategy for related services and share information on best practices.
- We will help ensure the security of supply in translation and interpretation to meet the needs of Parliament and federal institutions. We will improve linguistic services procurement; promote professional standards; offer scholarships in translation and help develop the language industry in accordance with the Canadian Language Sector Enhancement Program, announced in the *Roadmap for Canada's Linguistic Duality.*
- We will act as the authority in terminology standardization. We will strengthen Canada's role in the language field on the national and international scenes; standardize terminology in consultation with federal, provincial, territorial, national and international forums; and, maintain the Canada Language Portal, which provides free access to TERMIUM for all Canadians, within the framework of the *Roadmap for Canada's Linguistic Duality*.

Linguistic Management and Services: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	294.3	293.7	307.2
Less Respendable Revenue	221.9	225.2	239.1
Net Expenditures	72.4	68.5	68.1
Human Resources			
Full-Time Equivalents (FTEs)	1,700	1,700	1,705

Note: Resources allocated to the "Conference Interpretation" and "Terminology Standardization Program" sub-activities operate in the Revolving Fund and are reimbursed by PWGSC appropriation. As such, Gross Expenditures include the Revolving Fund resources as well as PWGSC appropriation, which reimburses the Revolving Fund. The Net Expenditures include Revolving Fund authorized deficit of $3.9 million for 2010-2011. It also includes the PWGSC appropriation for the "Linguistic Management and Services" activity program forecasted at $68.5 million for 2010-2011 to 2011-2012 and $68.1 million for 2012-2013. The expenditures remain constant in future years. Revenue increases in future years reflect a volume increase.

Expected Results	Performance Indicators	Targets	Achievement Date
Parliament and federal organizations are able to ensure equality of status for both official languages, meet their official languages obligations and function in non-official languages as required.	Percentage of sampled communications meeting quality standards.	Baseline will be established by March 31, 2010	March 31, 2011 for first results
	Level of client satisfaction with translation services.	85%	March 31, 2011
	Percentage of documents translated within the time allotted by Parliament.	95%	March 31, 2011

2.2.7 Specialized Programs and Services

This program activity ensures high quality, timely and accessible specialized services and programs to federal institutions in support of sound, prudent and ethical management and operations.

Benefits for Canadians

PWGSC offers a number of specialized programs and services to other federal departments and agencies. These include audit and forensic accounting services, and activities to accelerate the greening of government operations. Services that support the acquisitions functions include Marine Inspection and Technical Services, Shared Travel Services, and the Canadian General Standards Board. The Canadian General Standards Board provides expertise and information on standardization, both nationally and internationally. Crown Assets Distribution supports the disposal of surplus moveable assets on behalf of the federal government.

PWGSC also provides management services to other federal government departments and agencies through Government Consulting Services, and Shared Services Integration functions aimed at delivering more effective, efficient and sustainable programs and services to Canadians. We also undertake various activities related to the security of Canada and its government assets in conjunction with various law enforcement agencies. These cover such areas as industrial security, forensic accounting and seized property. Finally, to meet Canadians' information needs regarding government legislation, policies, programs and services, PWGSC provides various access channels—from face-to-face to online—through Government Information Services.

Planning Highlights

- PWGSC will continue to provide strong professional audit and assurance services through Audit Services Canada, with an emphasis on delivering high-quality products and supporting a culture of learning and professional development. We will promote awareness of our services and consult with clients to better anticipate and meet their needs. Furthermore, we will continue building an organization which can sustain itself on a cost recovery basis.
- We will contribute to the government's security agenda to protect Canadians and support industry competitiveness by strengthening the Industrial Security Program (ISP). We will transform and modernize ISP business processes, develop a more robust stakeholder outreach and education program and improve our strategic capacity to ensure quality, timely and cost-effective services.
- We will support law enforcement organizations through the Seized Property Management service by providing expert and cost-effective asset management and disposal services. As well, we will provide expert forensic accounting services in support of criminal investigations involving financial components such as proceeds of crime, commercial crime, money laundering, security market fraud investigations and terrorist financing activities.
- In collaboration with our partners, PWGSC will establish government-wide operational priorities, accountabilities, timelines and reporting requirements to support the government's environmental agenda. Policy research and development is ongoing to support future direction in the areas of greenhouse gas emissions reductions, green procurement, sustainable buildings, disposal of electronic waste, managed print, green meetings and carbon impact of major events.

- We will offer government-wide, automated shared travel services to departments and agencies in order to increase transparency of government travel spending and modernize operations.
- PWGSC, through the Canadian General Standards Board, will enable Canadians to have access to client-centred, comprehensive standards development and conformity assessment services in support of the economic, regulatory, procurement, health, safety and environmental interests of our stakeholders—government, industry and consumers.
- We will conduct outreach initiatives to raise awareness of Government Information Services, ensuring that Canadian citizens have centralized access to government information. In addition, we will continue to provide federal organizations with advice to improve delivery of exhibition events, publishing and depository services, public opinion research and advertising.

Specialized Programs and Services: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	190.5	191.9	200.7
Less Respendable Revenue	95.7	97.8	100.4
Net Expenditures	94.8	94.1	100.3
Human Resources			
Full-Time Equivalents (FTEs)	1,340	1,351	1,170
Note: The major cause for planned spending changes is tied to the Sydney Tar Ponds Project, and is based upon the ability of the Province of Nova Scotia to complete the work.			

Expected Results	Performance Indicators	Targets	Achievement Date
Federal organizations have access to quality services to improve the management, delivery and safeguarding of selected government operations and/or assets while minimizing their impact on the environment.	Percentage of clients satisfied with quality of services.	85%	March 31, 2012
Classified/protected Government of Canada information and assets are safeguarded, and controlled goods are protected while in the custody of private sector companies.	Percentage of industrial security services meeting established performance targets.	80%	March 31, 2011
Federal organizations receive audit services that meet their needs.	Percentage of clients indicating that audit services meet their needs (quality, timeliness and value of service).	85%	March 31, 2011
Federal organizations obtain the best value for seized property declared forfeited by the courts.	Percentage of seized property sales obtaining 90% of appraised asset value.	90%	March 31, 2011
SCNet-based travel services and travel information is available to federal workers and program managers.	Percentage of time that services are available.	99%	March 31, 2011
Canadians have access to centralized Government of Canada information and federal organizations receive advice to improve delivery of selected government communications activities.	Percentage of information services that are meeting established performance targets.	85%	March 31, 2011

2.2.8 Procurement Ombudsman

This program activity, operating at an arms length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from potential suppliers with respect to awards of contracts for goods and services below certain thresholds, and complaints concerning the administration of contracts; and ensures the provision of an alternative dispute resolution program for contracts. This activity helps to promote fairness and transparency of the procurement process.

Benefits to Canadians

In accordance with the *Federal Accountability Act,* the *Department of Public Works and Government Services Act* was amended to create the position of the Procurement Ombudsman, which was subsequently filled in May 2008. The activities of the Procurement Ombudsman will benefit Canadians by: improving fairness, openness and transparency in the federal procurement process; simplifying procurement processes and making it easier for Canadian businesses to provide products and services to government; and improving knowledge and understanding by Canadian suppliers of the federal procurement process.

Planning Highlights

- The Procurement Ombudsman will produce the annual report of the Office of the Procurement Ombudsman (OPO) shortly after the end of the fiscal year (See http://opo-boa.gc.ca/ for more details on the Office of the Procurement Ombudsman).
- We will provide an independent and neutral avenue to address complaints from suppliers regarding contract award and administration. While all Canadian suppliers will benefit, Small and Medium Enterprises, in particular, will find a neutral focal point to address their concerns and complaints.
- We will offer alternative dispute resolution services to departments and suppliers, which will constitute an independent and affordable option over expensive litigation. It will help level the playing field and strengthen business relations between government and its suppliers.
- We will review the procurement practices of departments and agencies and make recommendations to improve the fairness, openness and transparency of federal government procurement. Our recommendations will take into consideration the simplification of rules and reduction of paper burden on suppliers while ensuring the integrity of the procurement process. A collaborative approach, with input from departments and agencies when required, will be used. We will share effective practices to promote partnerships and encourage departments and agencies to learn from each other's success.
- The outreach program will be strengthened to ensure proper communication to all our stakeholders, including suppliers, senior officials of client departments and agencies, procurement officers and parliamentarians.

Procurement Ombudsman: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	4.3	4.3	4.3
Less Respendable Revenue	0.0	0.0	0.0
Net Expenditures	4.3	4.3	4.3
Human Resources			
Full-Time Equivalents (FTEs)	14	14	28

Expected Results	Performance Indicators	Targets	Achievement Date
Canadians have increased confidence in federal procurement practices.	Percentage of suppliers whose confidence in federal procurement has increased.	90%	March 31, 2012
	Percentages of Procurement Officials who recognize that OPO's efforts have resulted in an increase in procurement community professionalism (training, tools, knowledge of best practices).	90%	March 31, 2012
	Percentage of senior officials and parliamentarians attesting to the usefulness of the Procurement Ombudsman Report to Parliament in helping them arrive at a meaningful assessment of the performance of the federal procurement process.	90%	March 31, 2012
	Percentage of suppliers attesting to the simplification of the procurement process and reduction of paper burden.	90%	March 31, 2012

2.2.9 Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program.

Planning Highlights

- PWGSC will advance our Human Resources agenda founded on getting the fundamentals right for effective people management and public service renewal. We will emphasize recruitment and employee development, with particular attention paid to succession planning. We will better engage our clients and partners to improve our models of service delivery.
- In addition, we will continue to strengthen oversight by acting on the advice of the Department's Audit and Evaluation Committee, and by using the results of internal audits and evaluations, as well as risk and quality management to enhance the integrity and transparency of our operations.
- We will also improve automated financial controls and provide more timely financial management reporting to support business decisions and better integrated financial management processes. Finally, aligned with the *Federal Accountability Act*, we will continue to implement, over the next three years, a Financial Management Policy Framework, including a Chief Financial Officer Model.

- As part of the Client Service Improvement Initiative, PWGSC will improve its client services by enhancing its capacity. To maximize satisfaction, we will continue to strive to deliver high quality services by balancing client expectations, capacity and stewardship. We will meet client needs through more efficient service structures, such as integrated solutions, and we will engage and train staff to reinforce PWGSC's service culture.
- In 2010-2011, PWGSC will continue to improve its stewardship of the Information Technology (IT) function by optimizing the efficient delivery of IT services. We will provide maximum value for IT investment by aligning the departmental IT strategy to the Department's evolving business service delivery needs.

Internal Services: Financial and Human Resources

Financial Resources (in millions of dollars)	Planned Spending 2010-2011	2011-2012	2012-2013
Gross Expenditures	441.5	412.3	409.1
Less Respendable Revenue	101.2	101.0	102.2
Net Expenditures	340.3	311.3	306.9
Human Resources			
Full-Time Equivalents (FTEs)*	3,032	3,122	3,218

Note: The decrease in expenditures in 2011-2012 is mainly related to sunsetting of funding for the Accelerated Infrastructure Program (AIP) Implementation Costs.

3.1 Financial Highlights

Public Works and Government Services Canada (PWGSC) is one of the initial departments participating in the Treasury Board Secretariat's Accrual Budgeting two year Pilot Project.

To demonstrate departmental commitment to this Treasury Board Secretariat-led initiative, PWGSC is presenting future-oriented financial statements for our six active revolving funds. A condensed view of the statements of operations and financial position is presented below. A full set of future-oriented financial statements for each revolving fund may be found on the Department's website at http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html. These future-oriented statements have been prepared on an accrual basis of accounting in accordance with Treasury Board Standards and Receiver General Guidelines.

For the preparation of the *2011-2012 Report on Plans and Priorities*, PWGSC is exploring how to integrate 'Accrual Budgeting' practices into the Department's planning framework in order to present consolidated departmental future-oriented financial statements.

Condensed Future-Oriented Statement of Operations

Forecast for the fiscal years ending March 31						(in thousands of dollars)
	Revised 2009-2010			2010-2011		
	Revenues	Expenses	Net Results	Revenues	Expenses	Net Results
Consulting and Audit Canada	38,209	42,339	(4,130)	41,354	41,359	(5)
Optional Services	115,434	115,434	0	89,393	89,393	0
Real Property Disposition	12,000	2,190	9,810	11,000	1,976	9,024
Real Property Services	1,645,171	1,645,171	0	1,813,142	1,813,142	0
Telecommunications and Informatics Common Services	239,149	247,288	(8,139)	251,326	246,384	4,942
Translation Bureau	214,244	218,961	(4,717)	221,862	226,688	(4,826)

Condensed Future-Oriented Statement of Financial Position

Forecast for the fiscal years ending March 31						(in thousands of dollars)
	Revised 2009-2010			2010-2011		
	Assets	Liabilities	Equity of Canada	Assets	Liabilities	Equity of Canada
Consulting and Audit Canada	5,138	9,756	(4,618)	5,090	10,273	(5,183)
Optional Services	4,290	7,314	(3,024)	4,290	7,314	(3,024)
Real Property Disposition	3,941	450	3,491	3,941	400	3,541
Real Property Services	294,700	412,384	(117,684)	327,184	447,519	(120,335)
Telecommunications and Informatics Common Services	46,003	51,254	(5,251)	47,803	51,137	(3,334)
Translation Bureau	27,553	56,527	(28,974)	22,327	54,639	(32,312)

3.2 List of Supplementary Information Tables

The following tables are located on the Treasury Board Secretariat website (http://www.tbs-sct.gc.ca/estd-bddc/index-eng.asp):

Table 1: Details of Transfer Payment Programs

Table 2: Up-Front Multi-Year Funding (PWGSC is not responsible for administering conditional grant funding agreements.)

Table 3: Green Procurement

Table 4: Horizontal Initiatives

Table 5: Upcoming Internal Audits and Evaluations over the next three fiscal years

Table 6: Sources of Respendable and Non-Respendable Revenue

Table 7: Status Report on Transformational and Major Crown Projects

Table 8: Summary of Capital Spending by Program Activity

Table 9: User fees

3.3 Other Items of Interest

PWGSC has several on-going roles in the context of the Federal Contaminated Sites Action Plan (FCSAP). As a Custodian, PWGSC completes assessments on a portion of its real property portfolio where the responsibility for the identification, reporting, and management of contamination and the reporting of liability clearly rests with PWGSC. Furthermore PWGSC has an expert support mandate to the FCSAP Secretariat to develop project management tools and best practices, to collect and share information on innovative technologies and to liaise with the environmental industry. Lastly, as an Optional Service Provider, PWGSC is actively involved in the remediation of federal contaminated sites across Canada, helping to restore these lands. These roles are identified in Table 4 on Horizontal Initiatives, as noted above.